

proposal

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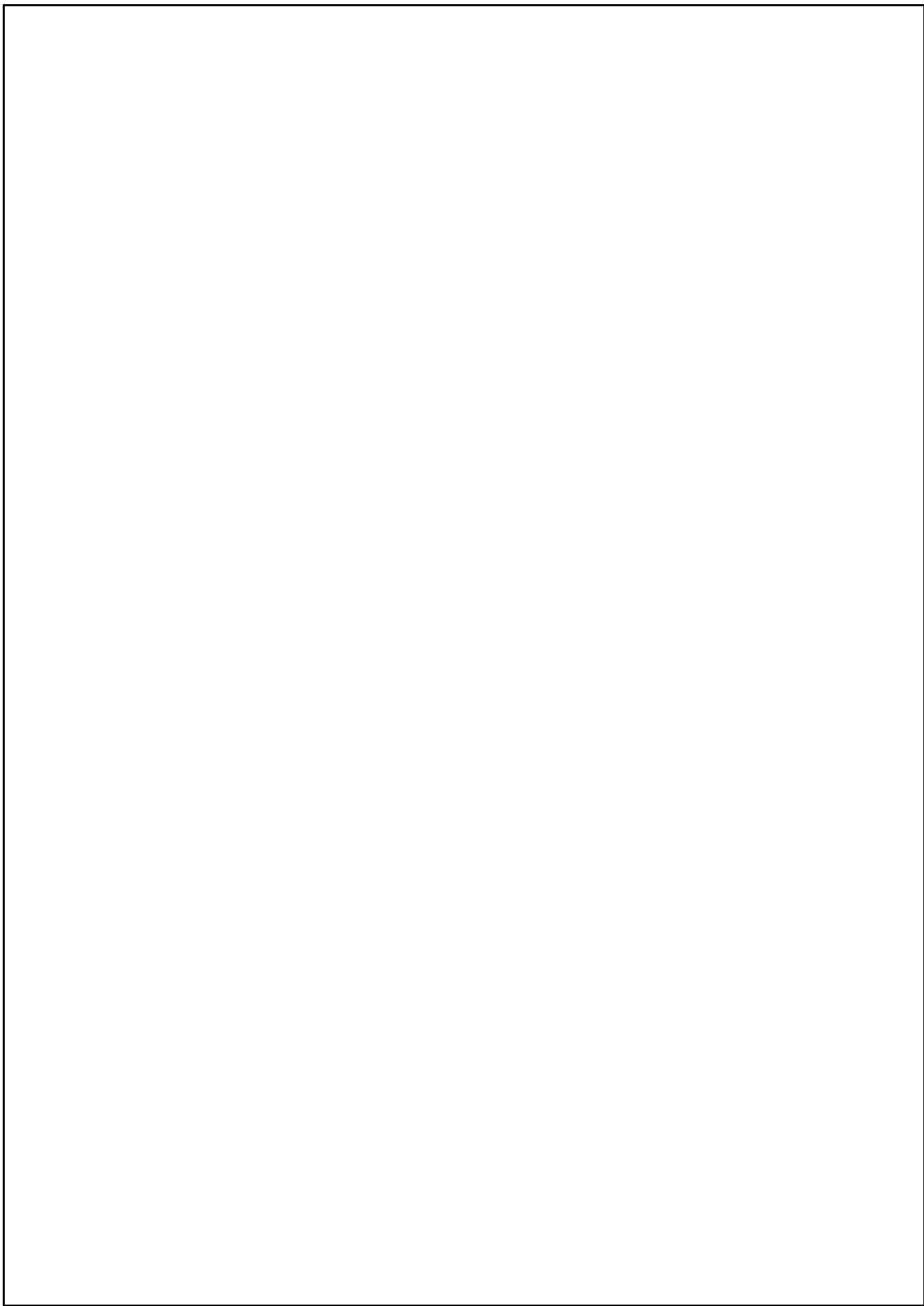
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**¹EFFECTS OF SELECTED HUMAN RESOURCE PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF THE GEOTHERMAL
DEVELOPMENT COMPANY**

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**A RESEARCH PROPOSAL TO BE ²³SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELOR IN
MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF
AFRICA**

SEPTEMBER, 2017

DECLARATION

This research proposal is my original work and has not been presented for a degree in any other University.

LYAMBILA, EDSON CLETUS

BML/9/00230/3/2014

Signed: ----- Date:-----

SUPERVISOR:

This proposal has been submitted for examination with my approval as the University Supervisor.

Mr. David Kanyanjua

Management University of Africa

Signed: ----- Date: -----

DEDICATION

I dedicate this proposal to my wife and children for their encouragement, support and patience.

ACKNOWLEDGEMENT

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My first and foremost gratitude goes to the Almighty God who gave me the direction and strength to undertake this programme. I also express my gratitude to all who have played a role in my commencing this research project especially my supervisor Mr. David Kanyanjua who patiently encouraged me to work on the project. I also wish to formally acknowledge all the staff of the School of Management and leadership at the Management University of Africa for their dedication and support. To all I say, may God bless you in a mighty way. My experience at the Management University of Africa has been worthwhile.

ABSTRACT

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This research focuses on outcomes of selected Human Resource practices on the performance of staff in organizations. Organizational performance can be improved by good human resource practices as much as it can be negatively affected by poor human resource practices. It is therefore important that employers put into practice the best possible human resource practices to effectively tap employee skills, capabilities and abilities for an organization's achievement of a competitive edge. Employees who are exposed to minimum best practices are also likely to give their best minimum efforts towards organizational performance. The express intention of the research is to establish the role of selective hiring on organizational performance, to determine how compensation affects Organizational performance, to determine how training and development affects performance in organizations in addition to examining the function of job security on organizational performance. The research design to be adopted is the descriptive research design where information will be solicited through a survey questionnaire. The study will involve a sample size of 50 staff members of the Geothermal Development Company, in senior management, middle management and operational levels. The method to be used in drawing samples of the cases used for the study will be the stratified random sampling method. The data will be analyzed qualitatively and quantitatively.

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CHAPTER ONE

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1.0 Introduction

This chapter will present the background of the research, background of the organization, the statement of the problem, purpose of the research, questions to be asked during the research, significance of the research, scope of the research and the chapter summary.

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1.1 Background of the study

Human resource practices are the actions taken by an organization to keep employees in their employment. Pfeffer (1998) reported that only about 50% of management believed that human resource management practices were of importance, and only 25% of that acted on the convictions. Pfeffer (1995) also gave proof that an organization may competitively improve and sustain its performance by practically recognizing employees as the most valuable resource by utilizing them effectively as opposed to replacing them or stifling their creativity and innovativeness. The study entailed seeing the workforce as a source of strategic advantage as opposed to a cost to be minimized or avoided. During this era of globalization, the interest of social scientists in how state policies, managerial models, and organizational practices navigate across national borders has greatly increased (Dobbin, Simmons & Garrett 2007). Once a practice becomes legitimized internationally, it becomes widely adopted by more countries and organizations, resulting in similar changes and worldwide convergence with the inclusion of local conditions that strongly influence how the corporate practices are implemented to ensure acceptability to key local players while preserving meaning for top stakeholders internationally (Lawler & Hundley 2008). Transfer of international practices has often been found contentious leading to modification when being introduced into new settings. The researchers used data on the largest 100 plus publicly traded organizations in Germany in the periods 1990 to 2000 and found that the persuasion of major shareholders and senior manager types could be noted after reclassifying their shared good and inclinations (Fiss & Zajac 2004). The perceived compatibility of an innovation is associated to its level of acceptance. The same notion applies to human resource practices that are transferred across boundaries. According to Carruthers and Halliday (2006), the implication is that not every practice is compatible with all organizations globally and an organization may only adopt that which is compatible with it or otherwise ignore or reject it. It therefore remains that organizations only adopt practices that are compatible with it in accordance to the organization's culture or affordability. Effective human resource practices are strategic and

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enhance an organization's performance in addition to developing a positive image in its community. (Noe *et al* 2008).

According to Pfeffer (2016), any organization keen on improving performance through its employees would have to ensure that it hires the right employees obtained from numerous applications. A case in point is the Southwest Airlines which in 1993 took delivery of about 98,000 job applications, put questions to 16,000, and appointed 2,700 only from the entire lot. In the following year, applications rose to above 125,000 for 4,000 employees. A number of organizations view processing of many applications as an unwarranted expenditure but Southwest saw it as numerous applications from which to select the most suitable employees. Secondly, an organization requires clarity about its most essential skills and attributes necessity as opposed to just trying to find good employees. Thirdly, the skills and abilities employed require consideration for consistency with job requirements. Fourthly, significant qualities that are not easy to acquire through instruction should be screened on and should emphasize qualities that actually differentiate among applicants. In Japanese organizations, they seek to find employees with proper character whom it can train as opposed to searching for applicants with skills for the job to achieve a cultural fit and value similarity. Lengthy selection processes have several outcomes. The processes ensured that successful candidates had been thoroughly examined without saving on costs involved, developed, had the enthusiasm and were considered part of a special team. Where applicants were obtained, their performance during interviews and other selection practices must corroborate subsequent performance of the candidates chosen if there is to be improvement in the employment process. Huselid (1995) researched on the human resource practices of top ranked organizations and found out that selective hiring increased staff output, company efficiency and increased employee retention. According to Cohen and Pfeffer (1986) employment criterion should mirror an employer's talent needs in addition to the penchant of the employer's leadership for such criterion and their capability to put them into force. According to Heneman and Milanowski (2004), researchers on staffing in education consider management of human capital to be tactical when it comprises of recruitment, teacher development and effective teachers retention. This therefore supports the argument that hiring has to be selective in order to get the most effective person in a position.

Job Security is an assurance that an individual will keep his or her job without the risk of becoming unemployed, that there will be continuity in employment and it may be from the

terms of a contract of employment, collective bargaining agreement, organization practice or labour legislation that prevents arbitrary termination. An employee's impression of employment continuity is crucial in budding and sustaining a gratifying and upbeat social distinctiveness (Blader & Tyler, 2009). Staff who feel very secure in their jobs more often view employers as valuable and caring which makes them want to associate with. This discernment makes them fretful with the employer's well being and motivates their conduct in support of the employer's interests (Blader & Tyler, 2009).

It creates confidence and commitment in employees to the organization. Job security must be made visible by an organization making it clear that jobs are secure and convincing the employees about it which would then lead to employee confidence and commitment to exert more energy for the organization's advantage. According to Ahmad and Schroeder (2003), employment continuity positively affects how much effort employees put in performance by harnessing organizational commitment. Employee skill development, knowledge and abilities should also be encouraged to increase their chances of being employed. Pfeffer (1998) asserted that commitment in a workforce would improve on output and collaboration with an employer. The association between an organization and its employee should be the basis on which other high-performance human resource management systems are anchored. On the other hand, lack of job security would impact negatively on employee physical conditions and welfare, which may include negatively affected health, cause job dissatisfaction and lead to misconduct. Organizational output may also be negatively affected including poor staff retention, lack of cooperation and non-commitment to values (Wong, Ho & Autio, 2005).

Any organization aiming at improving the performance of its employees must embrace training and development. According to Huselid (1995), it enhances employee abilities and employee productivity while concurrently increasing job satisfaction and reducing labour turnover with its attendant risks and costs of hiring afresh and inducting employees. According to Barringer & Neubaum (2005), research had established that high performance and low performance organizations varied from one another in employee training and development since high performance organizations depended on employee abilities and efforts to maintain their growth. Researchers Johnson, Scholes and Whittington (2005) used the term 'Dynamic Capabilities' to describe an organisation's preparedness to improve and alter capabilities in the advent of rapidly changing situations. They argued that, in normal market conditions, competitive advantage might be achieved by building durable core

competences as opposed to in rapidly changing market conditions where competitive advantage is developed through innovation and learning. Debatably, the more innovative capabilities of learning become crucial, organizations realize the importance of knowledge and dynamic capabilities built result in enhanced output.

The definition of compensation is the total amount of money and benefits rewarded to an employee for services rendered as per agreement with an employer. Employee rewards, especially that which are based on performance is a human resource system that organizations use to assess and compensate employees' labour (Collins & Clark, 2003). To motivate employees to selflessly contribute towards organizational performance, they must feel satisfied with the compensation in the first place. Difficulties in studying compensation have been brought about by personal dissimilarities in terms of experiences, expectations and abilities making employees react very differently to compensation (Milkovich & Newman, 1993). A consequence of the differences between the measurement and conceptualization of compensation satisfaction has been that nearly all of the studies on compensation satisfaction have investigated the prediction of satisfaction with pay level while disregarding the prediction of contentment with raises, benefits, and the way the compensation systems are structured. Most of the studies on employee satisfaction and organizational performance used overall satisfaction measures instead of job facet satisfaction measures. However, Schneider, Hanges, Smith, and Salvaggio, (2003), considered six facets of job satisfaction measures: empowerment, job fulfilment, security, pay, work group, and work facilitation. From the six facets, only security and pay showed significant contributions to organizational performance. Performance-based compensation was found to positively impact upon employees and the performance of the organization (Cardon & Stevens, 2004). Research correlating pay to performance and organizational output established a positive connection in addition to evidence that both the pay level and pay structure mattered (Wimbush, 2005; Singh 2005).

1.1.1 Background of the Organization

The target of this study is the Geothermal Development Company in Kenya, their human resource systems and how they have contributed to employee performance. The organization was established in 2008 specifically to hasten the development of geothermal resources in Kenya's energy sector and is fully owned by the Government. The company sells geothermal steam for generating electricity to KenGen and other private investors in the energy sector.

Geothermal steam is known to be environment friendly and raw materials are in abundance. A number of development partners and the Kenyan Government are the financiers of the risks related with geothermal exploration and drilling.

1.2 Statement of the Problem

The human resource aspect in various government departments and governmental organizations is always given a back seat when it comes to addressing them like any other asset. Good human resource practices have in the past been viewed as something that need not be worth more than a thought as long as employees are paid a salary. It is often assumed that employees need the job and salary more than employers need the services offered by the employees. Human resource practices based on these assumptions have only enabled employees to give their bare minimum in effort as opposed to giving their best while those government departments only achieved the bare minimum in organizational performance and service delivery. Hiring in most cases is never selective but based on who you know basis leading to hires that do not always perform to be seen to deserve the jobs held since they are seen as 'untouchables'. Job Security has been reduced to being 'obedient and dependable' especially to unlawful practices aimed at pleasing the boss. Training and development is one privilege that is most often enjoyed by those who are 'well connected' so that they can rise up the ranks. Compensation is based on rigid governmental salary structures that cannot be manipulated to motivate a lot more. The Government legislation put in place to help in improving human resource practices in most departments have not been very successful since policing on enforcement of the same has been limited leading to minimal success.

Government departments and other sectors which have embraced the legislated policies have recorded reasonable performance improvement due to implementation of the same and become reputable case studies to be emulated by others. Government related institutions in implementing the selected human resource practices have not only improved on performance but also improved on employee satisfaction. Non Governmental institutions in competing for dependable employees have improved their terms of service beyond the legally prescribed terms leading to greater employee satisfaction and greatly improved service provision.

1.3 Objectives

The intention of the research is to investigate effects of four selected human resource practices on organizational performance.

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1.3.1 Specific Objectives

The particular objectives of the research include the following:

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- i. To establish the role of selective hiring on organizational performance at the Geothermal Development Company.
- ii. To find out how compensation affects Organizational performance at the Geothermal Development Company.
- iii. To determine how training and development affects organizational performance at the Geothermal Development Company.
- iv. To investigate the function of job security in organizational performance at the Geothermal Development Company.

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1.4 Research Questions

The study will address the issues indicated below:

- i. How does selective hiring affect organizational performance at the Geothermal Development Company?
- ii. How does compensation affect Organizational performance at the Geothermal Development Company?
- iii. To what extent does training and development affect organizational performance at the Geothermal Development Company?
- iv. To what extent does job security affect organizational performance at the Geothermal Development Company?

1.5 Significance of the Study

The human resource is regarded as the greatest asset compared to the rest by those who have appreciated the fact, literally the driving force behind any organization. This study is intended to link selected human resource procedures and their influence on organizational output. The research conclusions will help in guiding employers on how to improve on organizational performance through good human resource practices and justify the fact that the most important asset in organizations is its human resource and how organizations can tap the potential and maximize on performance. Employers will benefit from the study by reinforcing good human resource systems that are critical to performance since improved

organizational performance is the ultimate goal for any organization. Researchers will also benefit from the study by reaffirming that good human resource practices are essential to improved organizational performance. Human resource management practitioners will also benefit from the study by understanding and applying practices that will ensure that employees do not only have some job satisfaction but are also committed to their organizations. On the other hand, the Government and policy makers will realize the importance of good human practices in reducing labour turnover, industrial unrest and also improving the economy, raising standards of living and collecting enough taxes for running the country.

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1.6 Scope

The study will be restricted to the effects of selected employee procedures on output at the Geothermal Development Company in the period between September and October 2017. The study will target 50 employees from senior management, middle management and operative staff in the organization.

1.7 Chapter Summary

This chapter will explore the background basis upon which this study shall be carried out as per the research topic. By identifying the aim of the research, questions which will act as the fundamental variables that guide the study are established. This chapter will also guide as the principle upon which literature will be reviewed, research carried out and analyses made.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction⁴¹

According to <http://libguides.library.cqu.edu.au/litreview>, literature review is an assessment report on findings in the literature related to a selected area of research. The review shall explain, sum up, assess and shed light on this literature and give a theoretical base for the study and assist the author to establish the nature of research. This chapter will offer an assessment of accessible literature in the sphere of the selected human resource management practices starting with Maslow's Hierarchy of Needs, the Human Capital Theory and end with the Resource Based Theory.

2.1 Theoretical Literature Review²⁵

This research will be anchored on Maslow's hierarchy of needs, the human capital theory and the resource based theory and are discussed in detail next.

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2.1.1 Maslow's Hierarchy of Needs

According to Abraham Maslow (1943), human beings are stimulated to realize five particular requirements and that some requirements get priority over other requirements. The main essential requirement is survival and is the leading stimulant of human conduct. When a need is achieved the subsequent higher need becomes the stimulant. The needs were separated into lack needs and developmental needs. Biological and bodily process requirements, security requirements, affection and sense of belonging and respect requirements belong to the first four levels otherwise known as lack requirements, while the higher ranks comprise of self-actualization requirements. The needs must be satisfied starting from the lower requirements to higher development requirements. Satisfied requirements go away and efforts are channelled towards meeting the next unsatisfied set of needs. The original hierarchy of needs were extended to include cognitive needs, visual needs and transcendence needs (Maslow 1970a and 1970b). This theory relates to the study through employee compensation and job security. Employee compensation satisfies the physiological, esteem, safety, belongingness and self-actualization needs. Job security on the other hand, satisfies safety as well as gives a guarantee for satisfaction of physiological needs.

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2.1.2 The Human Capital Theory

The Human Capital Theory is founded on the studies of Schultz (1971), Sakamoto and Powers (1995) and Psacharopoulos and Woodhall (1997). The hypothesis is rooted on the supposition that basic learning is influential and of great importance towards improving output capabilities in a populace. To surmise it all, the human capital theorists contend that a learned populace impacts positively on productivity. The notion of human capital gives emphasis on development of abilities as a crucial factor in production. Additionally, Education improves citizens and helps uplifts standards of living in a community. The demand for advanced education in developing countries has almost certainly been assisted through beliefs of financial gains obtained from advancing one's education. According to Psacharopoulos and Woodhall (1997), people comprise the most vital foundation of a nation's riches with money and environmental wealth being reactive elements of production while people are the active means of accumulating capital, making use of environmental wealth, establishing collective trade and industry and supporting associations for a country's growth. This theory relates to this research by supporting the fact that the investment in human beings through training and development improves an organization's performance from the better skilled employees.

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2.1.3 Resource Based Theory

The Resource Based Theory is a methodology for attaining a competitive advantage that materialized in 1980s and 1990s, Wernerfelt (1984), Prahalad and Hamel (1990), Barney (1991) and others are some of the proponents of the view and debate that organizations should look inwardly for the foundation of a competitive edge as opposed to looking outward. The resource based theory intimates that resources that are of great precious, uncommon, difficult to copy, and do not have an alternative position an organization better for enduring accomplishment. Barney (1991) recognized a VRIN framework that investigates if possessions are of worth, uncommon, costly to duplicate and without an alternative. Possessions and competence that are in agreement with all the parameters sustain a competitive advantage. The VRIN framework was later improved to VRIO by Rothaermel (2013) who added the parameter of 'is an organization organized to exploit the resources?' These premeditated resources avail the basis to grow an organization's potential leading to

performance that is a cut above the rest with time. Competences are required to package, to administer, exploit resources in a way that avails an additional worth to clients thereby placing an organization's advantages above that of its competitors. Under this theory there are two types of resources, tangible representing those that are physical such as equipment and machinery which can be bought in the market and the intangible representing others that are not tangible but are owned by the organization such as a product's reputation and trademark that cannot be bought from the market. The resource based theory assumes that resources are varied and therefore organizations use their own type to achieve their competitive edge and that the resources cannot be moved from one organization to another or imitated in the short term. This theory applies to this study through training and development where skills are enhanced for better performance, job security where the so developed skills are retained in an organization for long and through selective hiring where only human resources which can achieve an organizational fit are taken on board.

2.2 Empirical Literature Review

In this subsection the author will cover what has been done by other researchers including their methodologies used and also identify the gaps in the studies.

2.2.1 Selective Hiring and Organizational Performance

In a study "Hiring as a Cultural Match", Rivera (2012) found out that hiring was more than skills sorting and involved selection candidates based on how they matched with assessors and the employing organization. Prejudiced notions of candidates that are developed through interviews rated more highly in the hiring decisions arrived at than a candidate's qualifications. Resemblance in interests, knowledge and experience created an emotional attachment that generated excitement and trust in candidates in addition to creating a bond between interviewers and candidates. The organizations hired most of their new employees through recruitment programs at the elite university campuses. The selected candidates underwent socialization and on the job training together. The researcher put to the assessors particular queries about their desired merits and regarding latest candidates to orally assess a set of mock constructed CV's that were relatively acceptable for these organizations. Research conducted the Human Resource department of one top professional service organization that she referred to as Holt and during the nine months she trailed assessors through their recruitment from a top professional school. As opposed to making objective details of interactions on interview reports, the assessors made prejudiced impressions which

they argued for or against in hiring committee discussions. The researcher argued that educational resemblances affected candidate assessment whereby they contributed to better understanding and assessment making the assessment biased towards them encouraging a cultural fit. The findings were that fitting in was a formal criteria in the organizations. Robust educational backgrounds mostly contribute to higher organizational output, high financial returns and innovation. A pleasurable work environment, job satisfaction, high output and low employee turnover can be achieved through hiring employees who have a desired cultural fit. Definition and measurement of merit in an organization is based on the assessors' experiences. Resemblance is also a strong determinant of appeal as opposed to repulsion during evaluations including work related interviews (Huffcutt 2011). Personal characteristics such as race, natural appeal, gender, background and resemblances in outlook of a candidate whether relevant to the job requirements or not can influence interviewers (Huffcutt 2011). When hiring is selective and treated as a culture match, the end result is hiring a candidate that will hit the ground running, comfortable with the work environment, have more trust in colleagues all resulting into greater efforts in job performance to assure the team that he/she is a part of them which can be related to Maslow's third stage of hierarchical needs. A research gap noted here is that there were no specific criteria for assessing this nonfigurative characteristic, assessor's knowledge magnified what they considered as quality contact away from school.

In a study 'Toward understanding Principals' Hiring Practices' (Engel & Curran, 2016), the researchers analyzed interviews with 31 Chicago Public Schools (CPS) principals to examine the hiring tactics that aligned with the district's objectives in hiring of teachers. The Chicago Public Schools Education Plan specified objectives that endeavoured to its major undertaking, high Quality Teaching and Leadership. The researchers examined procedures that principals were likely to apply and provided instances that differed with those of principals who were tactical recruiters with principals who failed to comply with procedures that aligned with stated objectives. Evidence showed that schools attended by poor performing students attracted fewer teachers. The Education Plan included utilizing opportunities for students on teaching practice and the establishment of college links for hiring purposes, prioritizing and developing a painstaking hiring process and cooperating with teachers in forecasting staffing requirements (Chicago Public Schools, 2006). The researchers had face to face semi-structured interviews where questions were answered by Principals and were persuaded to talk about other issues not enquired about thereby giving important feedback and suggestions. Through random sampling, twenty-five schools were selected in addition to deliberately

selecting six schools among them two high achieving junior schools, two distinguished chartered schools, a high achieving elementary school and a high achieving high school. The bigger number of high schools was intended to facilitate comparisons with elementary schools. The strategic hiring practices found practiced included taking referrals from faculty, taking referrals from Chicago Public Schools colleagues, taking referrals from outside the Chicago Public Schools, using specialists on hiring teams, considering a candidate's content knowledge, having applicants teach sample lessons, contacting references, networking, keeping their current faculty, vetting prospective teachers, hiring student teachers, always working on hiring and required teaching skills. The researchers however found wide variations in tactics used in locating teachers. Staffing was found to be tactical if it was in line with the institution's mission, an argument which was supported by other education researchers on teacher management (Odden, 2011). The studies also explored vetting in recruitment and found it comparable with other fields. Heneman and Milanowski (2004) examined district the recruitment and selection as part of the strategy arguing that encouraged learner accomplishment. Engel and Finch (2015) explored how school heads networked and collaborated during recruitment even though they never broadly examined the preferable ones or how they aligned with the goals and objectives. The authors submitted that a supporting plan from the human resource department was crucial in enhancing teacher competence.

2.2.2 Job Security and Organizational Performance

Job security is as a belief in which employees differ in their prospects of their jobs being available in future in an institution (Kraimer, Wayne, Liden, and Sparrowe, 2005). Perceived organizational support represents employee belief in what he/she is benefitting from an organization, or the value of the relationship between an employee and an organization (Rhoades & Eisenberger, 2002), how it cares about their well-being and appreciates their contributions to its performance. If an organization is viewed as enabling job continuity, workers deem it as responsive and always there for them and give back in return by acting in ways that support its goals. For an employee to develop some commitment to an organization he/she must feel that the employment will have continuity and with that assurance, employees tend to expend more effort for an organization's benefit resulting into improved organizational performance. A person in a secure employment can easily make friends, get intimate, be trusted and accepted and also receive and give affection and love. The employment also makes him/her feel affiliated to a group of fellow workers for example.

¹⁰ In a study 'Job Security and work outcomes in China: Perceived organizational support as mediator (Wang, Ma, Liu and Liu, 2014), explored the link between believed organizational care for their well-being and the correlation with job continuity and the extra effort and low turnover important in employee work performance. The aim of their research ¹⁹ was to increase the appreciation of the correlation between job continuity and work performance in China through investigating the arbitrating function of perceived organizational support. At the air transportation group in China, they sampled 212 junior employees and their superiors and established that perceived organizational support to some extent arbitrated the correlation between job continuity and extra role behaviour and completely arbitrated the correlation between job continuity and low employee desire to change employers. Organizational changes such as redundancies and reorganizations have become common globally due to economic instability. This has also affected China where expectations of a lifetime employment have been challenged by such economic reforms making Chinese organizations to carefully consider job security. A research gap noted is that even though perceived organizational support only moderately arbitrated the correlation between job continuity and extra role behaviour other factors could also have been at play.

The research method adopted by Wang, Ma, Liu and Liu (2014) was distribution of distinct evaluations to 225 subordinates and 28 supervisors. Each supervisor was requested to rate the extra role behaviour noted in employees reporting to him/her. The findings established that when the study participants believed that job continuity existed it changed their attitudes and conduct and thereby strengthened the relationship between the employee and employer. The implication is that job security may increase extra role behaviour and reduce labour turnover intentions ¹⁹ (Bernhard-Oettel, De Cuyper, Schreurs and De Witte, 2011). Their conclusions corroborated those of past research that had concluded that job continuity had a positive influence on employees' mental welfare and behaviour at work (Cheng & Chan 2008). Perceived organizational support moderately arbitrated the employment continuity and greater work effort correlation. Employee trust supported the correlation of employment continuity with greater work effort. A research gap noted is the influence of trust on employment continuity and greater work effort.

⁷ 2.2.3 Training ¹³ and Development and Organizational Performance

In the study "Does training influence organisational performance?" Analysis of the Spanish hotel sector, Ubada-García, Marco-Lajara, Sabater-Sempere and García-Lillo (2013) aimed

to distinguish major elements of training that impacted positively on organisational performance. The information was reviewed and 727 hotels were selected to participate though only 112 participated in the research. The number of employees who participated in the research averaged to 22. An authenticated ¹³ questionnaire was sent to the hotel CEO via post and email ¹³ and guaranteed data confidentiality to them. Measurement of variables was controlled by considering hotel size and category which influenced human resource policies including training and performance levels achieved, the internal labour market where good quality training could be enjoyed while controlling its effects, having a formal training plan in place with formative activities, efforts focused on training, a hotel's strategy, training policy, fiscal accomplishment, productivity, employee results, customer satisfaction and perceived fiscal accomplishment. The research established organization size, presence of formal training plans and distinguishing strategy were the elements that had major positive effects on organizational performance. The results supported the importance of conducting TNA in practice (Eerde et al, 2008). Proper training needs assessment must align training plans to hotel general plans, establish current and future needs, increase productivity and staff involvement in organizational matters including establishment of training needs, provide motivation, achieve a conducive work environment and develop learning on an organizational level. A research gap noted is that the study was confined to the hotel industry and my research will cover another productive sector to contrast the results obtained.

In a study "Is yours a learning organization?" Garvin, Edmondson and Gino (2008) at a public owned utility company established that it did not encourage openness to innovation, creativity and sharing of information as expected having enjoyed being a monopoly few markets. The utility sought to expand into new regions and its operational analysis indicated that it had to change its culture if it was to attain its strategic goal. The results revealed to the managers that combining methodical learning practices into their organization would be a demanding exercise. Low grades in encouraging creativity and looking back were regular in both Eutilize and lowly ranked companies. Managers at Eutilize also found out that their perceived prototypes about their style of achieving their objectives were not accurate. The survey results helped them to reconsider workers test beliefs, get positively involved in decisions and how to get opposing ideas. The findings led Eutilize to realize that only in open worker debates supported by the right procedures and guidance, would the organization succeed in employing the strategy it had embraced. Eutilize's managers used the report to

initiate healthy discussions where participants expressed behaviours and practices that had contributed to the scores and in identifying areas which required utmost consideration. Managers also appreciated the significance of using real situations to explain in detail practices and procedures in addition to giving clarifications on issues which led to ascertaining actions to be taken. Workers require enablement to adjust promptly to changes in their work environment by improving their knowledge and developing appropriate skills that enable adjustment to environmental changes.

¹² In the study, 'The influence of training and training transfer factors on organisational learning and performance', Valerij and Tomaz (2013) aimed at contributing to the training scripts by exploring correlations linking knowledge and knowledge transfer and the results thereof and the correlation linking training and organizational accomplishment. The researchers proposed and tested a prototype connecting concepts associated with training concepts associated to organization level training outcomes and output. The researchers used an analysis based on a sample of 247 utility organizations. The research confirmed a high correlation between the support of supervisors and the level and intensity of instruction together with the support offered by supervisors and organizational incentives.

An organisation's inducements unswervingly relate to its training outcomes, which are informing employees on issues affecting the organization and their understanding that leads to change in attitudes and conduct. Incentives also ambiguously affect organizational performance through motivation. The Kirkpatrick (1998) model expects that believed trainee satisfaction impacts on desire to gain knowledge which changes their attitudes to the point of improving organizational performance. The Kirkpatrick model incorporated two training outcomes, one connected to personal output and another to organizational output, but their own correlation remained unexplained satisfactorily. The studies investigated the real training outcomes at personal and organizational stages confirming that it improved worker ability to handle various tasks, output and willingness to work, their rewards and ability to change employers for the better, reduce wastage, non-attendance and occupation related accidents. The research gap identified here is to determine the link connecting individual instruction and company output.

2.2.4 Compensation and Organizational Performance

According to Collins and Clark (2003) and cited by Vlachos (2009), to draw out desired behaviour from workers, organizations have to keep them briefed of their performance and reward them appropriately to keep them energized. Compensation is crucial to employee effectiveness and incentive pay determines an organization's performance and its survival. Incentive pay based on organizational output can also affect how top managers network, improve commitment to aims and unify employees in acting as a team. Incentive pay based on organizational performance may spill over top management networks as established by Collins and Clark (2003). The researchers targeted prominent technology organizations in the mid-Atlantic region of the United States. In all of the target organizations they collected a comprehensive CEO questionnaire to gauge human resource practices, comprehensive management questionnaires to gauge public set of connections and records to gauge financial performance. Of the 211 firms identified and approached, 85 took part in the research. Legitimate answers were received from 73 organizations. They legitimized an organization's answers only on receipt of a filled CEO study and one completed top manager study. The sample represented the complete variety of technology organizations in the region, in terms of worker population and revenue generated. To ensure consistency across firms, every organization's CEO named his/her top management team as the organization's major decision makers. With the hindsight that reward based on organizational performance could comprise of bonuses and optional share holding, they based four top management incentive pay items on earlier HR strategies. According to the resource-based view (Wernerfelt, 1984), organizations with greater muscle can formulate and implement differentiation strategies that competitors could not easily copy. Due to variations in organizational sizes big organizations had more muscle than smaller ones and therefore factored in organization size as a control measure. They established that HR practices aimed at TMT network development affected organizational performance through social connections within and without just the way connection creating HR practices and reward founded on a company's output did. Their results also suggested that specific, targeted Human Resource practices such as performance-based incentives may be more effective than general. The research gap noted is that they only examined HR practices for top managers yet other cadres of workers in an organization can also create competitive edge (Lepak & Snell, 1999).

In the study 'Show them the money? The function of compensation, employee need for support from their superiors, and fairness in a self-determination theory model of intrinsic work motivation' Olafsen, Halvari, Forest & Deci, (2015) stated that the connection between compensation and inducement has been a big debate for many years. The aim of their research was to scrutinize results related to amount of compensation, and believed fair sharing of returns and bureaucratic justice concerning compensation as related to believed need support by management. The research conducted at a bank involved 166 employees who in addition accounted on their minor mental need contentment and innate work motivation. (Structural Equation Modelling) SEM-analyses tested a self-determination theory (SDT) model, with contentment of the capability and independence requirements as the paramount changeable factor. The core result was that only procedural justice regarding pay affected contentment of capabilities and independence. Traditionally, the economic agency theory (Ross, 1973) had emphasized on compensation as motivating performance. It suggested that if rewards were high workers would behave in a desired manner and precipitate an organization in accomplishing its goals. Internal inducement was crucial when rewards were directly connected to output. Incentives and internal inducement worked better as a bundle. Building on equity theory (Adams, 1963) came up with the notion that justice and impartiality are crucial to a motivated worker or otherwise they might adjust input to fit believed impartiality. Zapata-Phelan, Colquitt, Scott and Livingston (2009) recently established that bureaucratic fairness foretold internal inducement. The study examined the degree of compensation reflecting workers' rewards for their energies in a firm. The research utilized ideas of distributive and procedural justice considered as need fulfilment to assist in assessing the function of compensation and justice beliefs regarding compensation on the integrated need of contentment of independence and capability.

Another study by Kuvaas (2006) established that top foundation compensation related to improved output and affective dedication partly arbitrated through nurturing internal inducement arguing that it made staff feel highly capable. They proposed that low need support requires distributive justice based on high compensation resulting in high need contentment whereas high need support resulted in high need contentment with distributive justice adding little. In a study regarding compensation, justice, work surrounding and internal inducement, they invited 277 workers of a Norwegian banking corporation to participate. They guaranteed secrecy for respondents by accepting unnamed replies. The amount of pay received was inclusive of equal bonuses which were related to the

organization's general performance for a year as opposed to individual output. In assessing procedural justice they established that only the events leading to deciding on the compensation were of great importance for predicting need contentment and internal inducement. Results also showed that the sum of compensation forecasted the distributive justice. The study established that employers should not only focus on compensation but also make the work environment need satisfying by providing feedback, recognizing employees for their capabilities, giving chances for skill development, engaging in constructive discussions, requesting their contributions in solving organizational problems and recognizing their views and allowing them to choose occupations.

According to Collins and Clark (2003), the most effective compensation practice on employee efforts and organizational productivity is to assess and reward employees on the basis of performance. Empirical studies on compensation that is based on performance and organizational productivity have established an affirmative correlation, but a lot of proof is showing that both the pay level and pay structure matter. Barringer et al. (2005) carried out a research on 50 organizations that were growing rapidly and compared the findings with a similar number of organizations that were growing slowly and established that staff inducements differed whereby high growth companies compensated their staff through monetary incentives and share holding options and managed to draw out greater efforts in output in addition to staff feeling like part owners which attracted and retained high performing staff. Delery and Doty (1996) also established that compensation based on performance was a great forecaster of how an organization would perform.

2.3 Summary and Research gaps

Under Selective Hiring, a research gap noted is how evaluators apply cultural similarities in decisions related to upgrading and rewarding employees. Secondly, evaluators only interviewed candidates for positions below them but not those of an equal position or higher to show whether cultural similarities would be applied. Thirdly does application of cultural similarities differ from one occupation to another or not? Fourthly, in the study 'Toward understanding Principals' Hiring Practices' (Engel & Curran, 2016), the research gaps noted in the study are that the Chicago Public Schools District Education system was not studied to establish whether there was enforcement of minimum strategic practices that could be used by the Principals leaving some to apply too few of them, the Chicago District Education leaders did not provide information to analyze teachers value added scores, studying

recruitment procedures independently while ignoring other features of human capital management meant that they failed to consider the extent of alignment of recruitment procedures including failing to establish whether some practices were effective such as hiring student teachers.

On job security, in the study 'Job Security and work outcomes in China: Perceived organizational support as mediator' (Wang, Ma, Liu and Liu, 2014), the proposed study will cover the gap noted in the study of lack of confirmation of the effects of trust that may impact on the correlation linking employment continuity and extra effort.

On training and development, in their study, 'The influence of training and training transfer factors on organisational learning and performance', Valerij and Tomaz (2013), they did not investigate the connection between individual and organizational output, although they believed that individual training is a antecedent of improved organizational performance.

On compensation, the results suggested that prospective research human resource strategy should continue examining all organizational abilities that may connect HR practices and output. Their theory centred on connections between particular network building human resource procedures and top management team set of connections, the results suggest there may be many ways by which organizations can grow and manage them. The proposed research will try to establish if there any other methods for developing networks. Strategic Human Resource Management researchers have not looked to determine many collections of Human Resource procedures that can grow staff centred resources like TMT social networks. The proposed research will examine the influence of particular hiring procedures on the growth of connections by management. Not much research has been done on the background of fairness as associated to compensation and distributive justice and therefore the proposed research will examine the arbitration consequence of fairness as opposed to institutional outputs alone on fairness beliefs. Workers would believe in superior share out fairness if they earn more pay, therefore as a precursor of justice, pay is ordinarily related to the notion of shared out fairness, as suggested by Gagne and Forest (2008).

2.4 Conceptual Framework

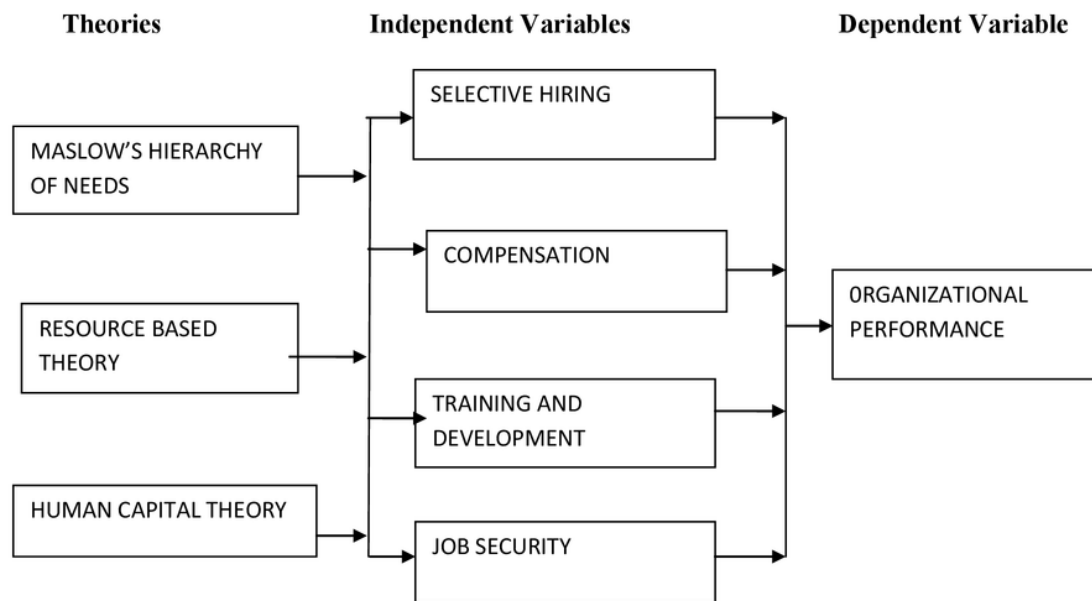
The researcher drew the conceptual framework from the literature review. This study will examine Selective Hiring, Compensation, Training and Development and Job Security as the four self-determining factors that can be altered. The correlation linking factors that can be erratic is such that the independent variables stand alone factors which jointly affects the existence of a scenario under investigation (Cooper & Schindler, 2008). The research study employed the conceptual framework shown below.

2.5 Operationalization of Variables

With selective hiring an organization ensures that it gets the best employees possible to effectively undertake their roles in the performance of the organization. Compensation ensures employees are motivated to perform their duties effectively through adequate reward

that satisfies their personal needs. Training and development ensures that employees are equipped with skills that will enable them to perform their jobs in a desired manner. Job security on the other hand gives employees the hope of their jobs being available in future thus obligating them to perform their jobs in the best way possible to ensure that their employer remains in business for their benefit as well.

Figure 2.1: Diagram showing the correlation linking theories, independent and dependent variables



2.6 Chapter Conclusion

The Literature Review has aimed to maximize the accuracy of determining that there is need to thoroughly and critically select the most appropriate earlier studies. The study has selected the literature that falls within the objectives of the study; that gives a clear account of the earlier theoretical undertakings that tried to identify the challenges affecting organizational performance. This literature review sets out to explore and critically analyze the concept of organizational performance and the challenges that come with it. It is aimed at providing a theoretical and conceptual basis from which a methodology for research was developed, an

analytical framework chosen, relevant data collected and consequent analysis carried out towards drawing conclusions of challenges affecting organizational performance.

RESEARCH DESIGN AND METHODOLOGY**3.0 Introduction**

This chapter outlines the study tactic which gives an explanation into the type of research this study is about. It will also characterize the population of the research and the specific sampling method to be used and how the information will be gathered and considered. This chapter is organized in the subsections research design, target population, sample size and sampling procedures, research instruments, data collection procedures, data design, data analysis and research ethics.

3.1 Research Design

Ogula (2005) stated that a study plan is an arrangement, shape and approach of research to get responses to enquiries and manage variances whereas a study design is a specific plan for conducting the research that enables the researcher to translate the theoretical premise into a functioning one (Kerlinger, 1973). This research will adopt an investigative research design. A survey research design as defined by Orodho (2003) is a way of gathering information through interviews or handing out questionnaires to a target group. The main feature of an investigative research design is to illustrate particular characteristics of a collection of people, items or establishments, through questionnaires (Jaeger, 1988). This design will be used because of its descriptive nature to ease gathering of information from members of the sample for the purpose of estimating the population parameters.

3.2 Target Population

A target population is described as a collection of establishments, persons or items that have common characteristics that researchers are interested in generalizing a conclusion(s) (Ogula 2005). The target group will be all Geothermal Development Company employees constituting of workers holding senior managerial positions, middle management and other staff members. 50 members of staff will be given the questionnaires. The sample will represent a reasonable number of staff where a conclusion can be deduced. This is shown in table 3.1.

Table 3.1: Target Population

Category	Target Population	Percentage
Senior Management	10	20
Middle Level Management	15	30
Other Staff Members	25	50
Total	50	100

NB: The actual employee numbers are to be established

3.3 Sample and Sampling Technique

A sample is a small part attained from the accessible population intended to show what the whole is like. A 10% sample size of the entire group is regarded sufficient for an explanatory survey (Mugenda and Mugenda, 2003).

This small part of a group is meticulously chosen so as to symbolize the total populace having similar features. Each member or case in the sample is referred to as subject, respondent or interviewees. Sampling is a method of selecting a small part of a group that will take part in the survey from a big group (Ogula, 2005). This study will apply a random selection process to get respondents from the employees based at the companies head office to save on costs, time as well obtain greater accuracy. The small part of the group structure of the survey will be composed of a symbolic group of staff working in the organization. Thus, 10% of the accessible population will be a true representation of the sample of the target population.

3.4 Instruments

A questionnaire will be the main information gathering instrument utilized in the research. A questionnaire is a survey tool containing a number of queries to be answered by the respondents. Questionnaires are practical, lots of information can be gathered from many people in a short time and at least cost without affecting reliability and validity (Popper, 1959). The questionnaire will be utilized in gathering main quantitative information through

research tools such as interviews and observations and brainstorming as outlined by Kothari (2004). Questionnaires are a more efficient and economical tool for descriptive and preventive research for the chosen sample size. Additionally, questionnaires will be used since they can reach many people in the sample in record time as well as enable them respond sufficiently to the queries, assure them confidentiality and are unbiased as can be in face to face discussions. The questionnaire's first part will capture the demographic features of the respondents while other parts will cover the major research objectives. The questionnaire is preferred because participants can read and write and answer queries sufficiently. The questionnaire will be concise and will have multiple choices for respondents to choose from.

3.5 Pilot Study

The pilot study's aim will be to ascertain the soundness and dependability of the research tools and therefore enhance the soundness. The soundness of the subject matter will be used to measure the level to which information will be gathered using questionnaires on randomly sampled employees. The researcher will randomly pick three (3) respondents who will constitute 10% of the sample population for the pilot study according to Connelly (2008). Those who will participate in the pilot study will be excluded from the actual study.

3.5.1 Validity

Validity defines the level which findings and hypotheses back the understanding of investigation tallies given rise to by use of the tests. The soundness of a tool is the degree to which its measurement can be trusted for accuracy. Mugenda and Mugenda (2003) stated that soundness reflects correctness and significance of conclusions as founded on the study findings. The research instrument will be validated in terms of substance and surface soundness through and with the assistance of the researcher's supervisor.

3.5.2 Reliability Test

Reliability is the ability of a survey tool to constantly evaluate features of interest after repeated trials. If a person carrying out a study metes out a test to a subject matter a second time and gets the same result, a tool can then be considered as reliable (Mugenda & Mugenda, 2003). Reliability is concerned with the steadfastness or trustworthiness of an investigation according to Nachmias & Nachmias (1996). Reliability of the questionnaire will be checked through testing and repeat testing on the same group of participants identified for the purpose.

3.6 Data Collection Procedure

The researcher will obtain an introduction letter from the University. Audience with the sampled organization will also be requested to explain the aim of the survey. Once the target organization grants authority for carrying out the survey, the researcher will personally distribute the questionnaires to the sample population. The aim of the study will be explained when distributing the questionnaires and a request put to the participants that the questionnaire can be completed immediately and handed back or collected the following day.

3.7 Data Analysis and Presentation

Raw information will be collected and organized in a manner that will enable easy analysis. A summary sheet will be used to tally responses from respondents before analysis. Descriptive statistics would be used through the creation of units or categories for use in the description of variables. The researcher will tabulate the data by making logical interpretations, conclusions and recommendations. The study will utilize both data related to quantitative and qualitative methods for analysis. The qualitative information gathered through unstructured queries will be branded in topics according to the study intentions and declared in writing along with quantitative arrangement. Qualitative and quantitative information will be utilized hand in hand to buttress the findings, classify them and a summary report developed identifying major themes and the association between them in light of the study.

3.8 Ethical Considerations

The researcher will undertake various steps ¹⁷ to ensure that the study adheres to research ethical standards. Research authorization will be sought from the Management University of Africa and other participating institution(s). Ethical considerations will be according to the ³⁸ National Health and Medical Research Council (NHMRC) Australia (2014) and the Research Ethics Guide Book, UK, ethical considerations should include non disclosure of a respondents identity, his/her views in addition to getting his/her consent.

3.8.1 Informed Consent

The researcher will ensure that participants are given a clear briefs and clarifications on the proposed study and consequences, if any, of participating in it. Prospective participants will be assisted in understanding the purpose, procedures, potential risks and benefits of their involvement in the research including alternatives to participation before commencement. The researcher will request for the participants' verbal consent.

3.8.2 Voluntary Participation

The researcher will inform the participants that participation will be voluntary and offer an opt-out approach if they cease feeling comfortable in their participation. The Geothermal Development Company management will also be requested to inform the participants that their participation will be voluntary and confidential in that their views will not be used against them. The respondents will also be informed that their decision to take part in the study or otherwise will not be of any consequence to their entitlements in the company and any important findings during the research that may affect their willingness will be brought to their notice.

3.8.3 Confidentiality

The researcher will inform the participants that the data obtained in the study will be treated in confidence and that the findings are meant for the Management University of Africa. The respondents will also be reassured that the data will be coded to guarantee confidentiality and anonymity of the participants so that no one whatsoever may use it to cause them any distress.

3.8.4 Privacy

The participants will not be identified by name or position held as a matter of priority including not indicating their names or positions held. There will be no disclosure of a participant's personal information even if inadvertently given.

3.8.5 Anonymity

The researcher will accord the participants their due respect to anonymity while at the same time ensuring that they answer the questionnaire to the expectations of the study by undertaking the research through self-administered questionnaire with an anonymous method of return.

3.9 Chapter Summary

The chapter explores how the research will be carried out through setting the stages that will be adhered to during research. It shows how the information will be gathered, measured and scrutinized which has the subsections namely ¹⁵ research design, target population, sample and ³⁹ sampling techniques, instruments to be used, the pilot study, validity and reliability of the information, the information collection method, data analysis and presentation and moral considerations.

APPENDIX 1: INTRODUCTION LETTER

Dear Respondent,

²⁶ I am a student at the Management University of Africa pursuing a Bachelors degree in Management and Leadership (HR Option). As part of partial fulfilment, ²⁹ I am conducting a research project on: *EFFECTS OF SELECTED HUMAN RESOURCE PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF THE GEOTHERMAL DEVELOPMENT COMPANY*. ³ For this reason I request you to kindly spare a few minutes of your time to complete the attached questionnaire to the best of your knowledge as they apply to you. Your honest opinion ²⁰ will be highly appreciated.

The information ² gathered shall be for academic purposes only and shall be handled with utmost confidentiality and in no instance will your name be mentioned in this research. The information will also not be used for any other purpose other than for this research.

Your cooperation in facilitating the same will be highly appreciated. A copy of this research paper will be available to you upon request.

Thank you.

CLETUS EDSON LYAMBILA

BML/9/00230/3/2014

APPENDIX II: QUESTIONNAIRE

4

You have been chosen to participate in this study and I would like you to answer queries in the questionnaire which should take approximately 20 to 25 minutes. All the information
3
availed will be kept strictly confidential and will only be used for the purpose of this study.
Your participation will be highly appreciated.

Instructions

1

Please respond to the questions below by ticking (✓) your honest option.

PART A: DEMOGRAPHIC INFORMATION

1

1. Gender: (a) Male [] (b) Female []

2. Age (in years). 20 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 [] 61 and above []

3. Marital status: Single [] Married [] Divorced [] Widowed []

4. Highest level of education, please tick (✓)

Masters Degree [] Undergraduate Degree [] Higher National Diploma [] Other qualification (Please specify)

42

5. What is the total number of staff in your Company?

0-10 [] 11-30 [] 31- 100 [] 101 and above []

6. In what sector is your Company?

.....

7. Position held

PART B: MAIN ISSUES OF THE STUDY

Section 1 – Human Resource Management Procedures

1. Does your employer have a Human Resource Department? Yes () No ()

2. How does your employer handle the under mentioned Human Resource procedures;

a. Through a HR Department (HR) OR b. Through specific Departmental Heads (DH)

1
i. Recruitment and selection (.....)

ii. Training and development (.....)

iii. Compensation and rewards (.....)

iv. Job security (.....)

1

Strongly Disagree (SD)	Disagree (D)	Impartial (I)	Agree (A)	Strongly Agree (SA)
-------------------------------	---------------------	----------------------	------------------	----------------------------

1

Using the scale (1 – 5) please tick (✓) the levels of agreement in each of the items below with regard to the Human Resource Management practices of your organization	SD 1	D 2	I 3	A 4	SA 5
1. Recruitment and Selection					
All appointments are based on merit					
Applicants are made aware of required qualifications					
Jobs are advertised by the organization					
The organization formally inducts, orientates and familiarizes new employees					
Both Line and HR managers participate in employee selection					
The selection system chooses employees based on set parameters					
The organization gives qualified employees first priority when filling vacancies					
2.Compensation (Pay) and Rewards					
Employee rewards are based on performance					
Pay for performance improves performance					
The company motivates its employees with competitive compensation packages to accomplish its goals					
Staff are acknowledged and adequately rewarded					
Bonuses are used to reward exceptional organizational performance					
Employee output is an crucial in deciding employee incentives					
1 3. Training and Development					
Before determining training needs discussions are held with employees					
Training programmes are developed in alignment with the					

Company's business strategy					
Training integrates the interests of the organization as well as the individual					
Detected training requirements are practical and useful					
Each employee undergoes some form of training each year					
The company has training and development budget					
4. Job Security					
Job continuity is assured to employees					
Employees who do not obey instructions are disciplined					
Employee complaint and grievance handling is formal, fair and reasonable					
Employees trust the grievance and complaints handling process					
Employees would be the last to scale down if the company faced an economic crisis					
Employee termination is rare and difficult					
Employee retention is a success story in our organization					

Section 2: Performance

From the statements below indicate your level of agreement or disagreement.

1=Strongly Disagree 2=Disagree 3= Impartial 4=Agree 5=Strongly Agree

The organization is never able to meet its objectives					
The organization is always able to accomplish its objectives					
The organization has procedures which make work easy					
Every Department understands the complementary function it plays in accomplishing organizational objectives					
The organization operates with little internal conflict					
The organization provides adequate resources for proper functioning					
The organization barely has adequate staff					
The company always avails adequate financial support					
The organization has adequately skilled employees to achieve its objectives					
The organization is capable of fulfilling stakeholder requirements					
Stakeholder anticipations are always accomplished					
Interactions with state and county governments are smooth					

Supplier agreements are always honoured					
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Thank you for your response

APPENDIX III: QUESTIONNAIRE

⁴ You have been chosen to participate in this study and I would like you to answer queries in the questionnaire which should take approximately 20 to 25 minutes. All the information ³ availed will be kept strictly confidential and will only be used for the purpose of this study. Your participation will be highly appreciated.

Instructions

¹ Please respond to the questions below by ticking (✓) your honest option.

PART A: DEMOGRAPHIC INFORMATION

¹ 1. Gender: (a) Male [] (b) Female []

2. Age (in years). Please tick (✓)

20 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 [] 61 and above []

3. Marital status: Single [] Married [] Divorced [] Widowed []

4. Highest level of education. Please tick (✓)

Masters Degree [] First Degree [] Higher National Diploma [] Other qualification (Please specify)

.....

6. In what sector is your Company?.....

.....

¹ 9. What type of employment contract do you have with your employer? Please tick (✓)

Permanent Full Time [] Part-time [] Contract [] Temporary []

PART B: MAIN ISSUES OF THE STUDY

1	Strongly Disagree (SD)	Disagree (D)	Impartial (I)	Agree (A)	Strongly Agree (SA)
----------	-------------------------------	---------------------	----------------------	------------------	----------------------------

Using the scale above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the HRM practices of your organization	37 SD 1	D 2	I 3	A 4	SA 5
1. Recruitment and Selection					
Job vacancies are advertised in the media					
Employee selection is based on merit					
The organization formally inducts, orientates and familiarizes new employees to understand the organization					
The organization prefers filling a vacancy internally unless there is no qualified employee					
Employment is based on merit					
2. Compensation (Pay) and Rewards					
The organization compensates me competitively					
The amount of pay and other benefits I receive are satisfactory					
Organizational performance is the basis of our compensation					
Our organization's salary and benefits are better or comparable that of equally ranked organizations					
Exceptional employee performance is acknowledged and compensated					
The rewards and recognition offered in our organization are motivating					
3. Training and Development					
Employees are provided with quality training programmes					
The training programmes offered enable learning and growth					
Training offered suits our job requirements					

Training needs are detected through performance appraisals					
Employee decision making and problem solving are enhanced through training					
The training programmes offered improve our working relations					
Training has made confident and skilled to handle challenges					
4. Job Security					
Employee dismissal is difficult					
Mutual respect is observed irrespective of who one is					
Our jobs are protected in our organization					
Employees would be the last to be scaled down if our company would face an economic crisis					
Grievance and complaint handling formal, fair and reasonable					

Thank you for participating in this research

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